

IT INVESTMENT MANAGEMENT - SELECT PHASE (1.0)
PROJECT PLAN DEVELOPMENT AND REVIEW STAGE (1.5)

Number	Phase/Stage/Task	Process Description
1.5	Project Plan Development and Review Stage	<p>Entrance Criteria: <i>Before entering this stage the Project Manager and Sponsor must have a Business Case Decision Memorandum. The memoranda documents the funding amount and any stipulations based on the official ITIB record of decision.</i></p> <p>Purpose: <i>This stage ensures that project management controls are well developed so the investment can be managed to achieve its technical, cost, schedule, and risk management objectives. As part of these activities, the Project Plan Development and Review Stage details the steps necessary to receive project authorization. The following three activities must be accomplished:</i></p> <ul style="list-style-type: none"> • <i>Identify and document initial user requirements</i> • <i>Develop a project plan</i> • <i>Conduct an In-Progress Review (IPR) of user requirements and project plan</i> <p>Exit criteria: <i>The exit criteria for this stage is for the Project Manager to receive a Project Authorization Memorandum from the Sponsor.</i></p> <p>Deliverables: <i>A completed Project Plan that will serve as the project's baseline throughout the Control Phase.</i></p> <p>Time Frames:</p> <p>Who's Involved: <i>Project Manager, ADs IRM Advisor, Business Process Owner, SCO, Project Sponsor, and the IMG.</i></p>

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		<p>References:</p> <p><i>IT Investment Management Process , Version Control Number 0.999, June 06, 2001</i></p> <p><i>WO Instruction Memorandum 2001-137, dated May 04, 2001</i></p> <p><i>SCO's Best Management Practices Developing and Maintaining a Project Plan.</i></p> <p><i>SCO's Best Management Practices for Developing a Financial Analysis for a BLM IT Proposal.</i></p>

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1.5.1	Project Manager obtains template for Project Plan	<p>Purpose: <i>Using a standardized Project Plan template will ensure that the Project Manager addresses all of the required information and puts it in a format where the Project Plan can be more easily analyzed, compared and ranked against other investment proposals.</i></p> <p><i>A Project Plan template can be found on the System Coordination Office's web site at : to be developed</i></p>
		Deliverables:
		Time Frames: <i>Project Schedule Driven</i>
		Who's Involved: <i>Project Manger</i>
1.5.2	Project Manager and Project Team identify and document initial user and functional requirements	<p>Purpose: <i>This step identifies and documents the following elements:</i></p> <ul style="list-style-type: none"> • <i>Existing and proposed re-engineered work processes</i> • <i>Information needs</i> • <i>Application description</i> • <i>Acceptance requirements</i> <p><i>Initial user requirements are necessary to develop a detailed Project Plan, Project schedule and to perform a Benefit-Cost analysis.</i></p>
		Deliverables: <i>Initial User Requirements, Functional Requirements and Acceptance Requirements</i>
		Time Frames: <i>Project Schedule Driven</i>
		Who's Involved: <i>Project Manager and Project Team</i>
1.5.3	Project Manager and Project Team develops Project Plan	<p>Purpose: <i>The Project Manager with assistance from members of an Project Team prepare the Project Plan to document the project management approach to completing the project, including the design, development, implementation and operations and maintenance strategy. The project plan must include a detailed the project's schedule, the resources (BLM and Contractor labor, travel, training, SW and HW purchases, annual license fees, etc.) identified and assigned to each IT Investment Management Process Stage and preferably to each task/activity within each stage, identification of risks and the risk mitigation strategy.</i></p> <p><i>The Project Plan should include Project Closeout and turnover as well as an estimated cost and upgrade cycle for operations and maintenance.</i></p>

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		<p>Deliverables: <i>A project plan that the Project Manager will use to effectively manage the project. The Project Plan budget figures will be used to prepare 300Bs, regular reporting will be used to report project status. Total life-cycle costs from the Project Plan will be used by the IMG to assist the ITIB in developing, maintaining and managing the Bureau's IT portfolio.</i></p> <p>Time Frames: <i>Project Schedule Driven</i></p> <p>Who's Involved: <i>Project Manager and the Project Team</i></p>
1.5.4	Project Manager submits Project Plan to SCO for Review	<p>Purpose: <i>When the Project Manager believes that the Project Plan is ready for review it is submitted to the SCO for review.</i></p> <p>Deliverables:</p> <p>Time Frames: <i>Project Schedule Driven</i></p> <p>Who's Involved: <i>Project Manager, SCO</i></p>
1.5.5	SCO and IMG review Project Plan	<p>Purpose: <i>As part of it's role to provide technical support to the ITIB, the SCO is responsible for providing IT Project Oversight. The SCO reviews the Project Plan to ensure that the project plan prepared by the Project Manager is technically sound from a project management and risk management standpoint.</i></p> <p><i>The SCO will determine if the project plan (scope, schedule and budget) is within a 5% variance from the ITIB approved baseline when they approved the Business Case.</i></p> <p><i>If the plan is within the 5% the SCO will approve the plan.</i></p> <p><i>If the plan is outside of it's approved scope, schedule or budget, the SCO will notify the Project Manager, ITIB and the IMG. The change in scope, schedule or budget must be approved by the ITIB before the project moves into the Control Phase.</i></p> <p><i>The SCO will specifically look at the project plan and the approved Business Case to determine if the project plan is within the scope, schedule and budget as approved by the ITIB and recorded in the Business Case Decision Memorandum.</i></p> <p>Deliverables:</p> <p>Time Frames: <i>Within 4 working days of receipt the SCO will review the Project Plan.</i></p>

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		Who's Involved: <i>SCO</i>
1.5.6	SCO develops findings and recommendations and sends to the Project Manager	Purpose: <i>In order to communicate to the Project Manager, Sponsor and the ITIB, the results of it's review, the SCO will develop a document of it's findings and recommendations.</i>
		Deliverables: <i>Written findings and recommendations</i>
		Time Frames: <i>After the 4 working days of review, the SCO will on the 5th working day prepare their findings and recommendations.</i>
		Who's Involved: <i>SCO</i>
1.5.7	SCO conducts Project Plan closeout /review with Project Manager and Sponsor	Purpose: <i>To present it's findings and recommendations to the Project Manager and/or Sponsor, the SCO will conduct a close-out with the Project Manager and/ Sponsor so that any disagreements, discrepancies, or short comings can be resolved in the most time efficient manner.</i>
		Deliverables:
		Time Frames: <i>As scheduled and agreed to by both parties.</i>
		Who's Involved: <i>SCO, Project Manager, Project Sponsor</i>
1.5.8	Project Manager determines if project is ready for IPR	Purpose: <i>It is the responsibility of the Project Manager to determine if the project is ready for the IPR.</i>
		Deliverables:
		Time Frames: <i>Project Schedule Driven</i>
		Who's Involved: <i>Project Manager</i>

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1.5.9	In-Progress Review Team conducts In-Progress Review (IPR)	<p>Purpose: <i>After the user requirements have been documented and the Project Plan finalized, the In-Progress Review team lead is responsibility for leading and conducting an In-Progress Review. The Project Manager, SCO Point of Contact, ADs IRM Advisor, Business Process Owner, and others constitute the core In-Progress Review Team that evaluates the Project Plan, User Requirements and the detailed Benefit-Cost analysis.</i></p> <p><i>The review encompasses architecture validation, budget allocation, and schedule and performance metrics. If the Project Manager disagrees with the review team's findings, the SCO Manager will intervene and decide if the issues are material and must be addressed immediately, or non-material and allow the project to proceed. The Project Manager must also update the project's list of deliverables.</i></p> <p><i>This is the project's first formal project review.</i></p> <p><i>The In-Progress Review also ensures that the:</i></p> <ul style="list-style-type: none"> <i>Project's budget and schedule align</i> <i>Performance and Risk Management metrics are clearly defined</i> <i>Project is consistent with the approved Business Case and it's original Benefit/Cost analysis and</i> <i>Conformance to the Bureau Architecture</i>
		Deliverables:
		Time Frames: <i>For planning purposes the Project Manager should plan on a minimum of 5 working days.</i>
		Who's Involved: <i>In-Progress Review Team, the Project Manager, SCO an IMG.</i>
1.5.10	IPR Team develops and forwards findings and recommendations to the Project Manager, Project Sponsor and SCO	<p>Purpose: <i>The In-Progress Review Team forwards their findings and recommendations to the Project Manager and Project Sponsor with copies to the SCO.</i></p>
		Deliverables: <i>Written IPR findings and recommendations.</i>
		Time Frames: <i>For planning purposes the Project Manager should plan on a minimum of 5 working days.</i>
		Who's Involved: <i>Project Manager, IPR Team, SCO, Project Sponsor</i>

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1.5.11	Project Manager updates Project Plan and sends to SCO	Purpose: <i>This is where the Project Manager evaluates the IPR Findings and Recommendations and updates the Project Plan. The Project Manager will either incorporate the recommendations within the Project Plan or determine to actively manage them as an identified risk. All identified risks should be managed as part of the Project Plan.</i>
		Deliverables: <i>A revised Project Plan based on the IPR Teams Findings and Recommendations.</i>
		Time Frames: <i>Project Schedule Driven</i>
		Who's involved: <i>Project Manager and the Integrated Project Team.</i>
1.5.12	SCO Reviews Revised Project Plan	Purpose: <i>This is the final review of the Project Plan. It is necessary to determine if the Project Plan is within the Scope, Schedule, and Budget as approved by the ITIB and baselined in the Business Case.</i>
		Deliverables:
		Time Frames: <i>Within 4 working days of receipt the SCO will review the Project Plan.</i>
		Who's Involved: <i>SCO</i>
1.5.13	SCO determines if Project is within Scope, Schedule and Budget of the approved Business Case	Purpose: <i>To determine :</i> <i>If the project is within the scope, schedule and budget as approved by the ITIB in the baselined Business Case the SCO will issue a Project Authorization Memorandum.</i> <i>Or:</i> <i>If the project is outside the approved scope, or if the schedule or budget deviates by more than (5%) as presented in the baselined Business Case.</i>
		Deliverables:
		Time Frames: <i>After the 4 working days of review, the SCO will on the 5th working day notify the Project Manager of their findings.</i>
		Who's involved:
1.5.13.1	SCO/IMG develop Findings and Recommendations and sends to ITIB	Purpose: <i>Based on the SCO findings the Project Plan is outside of the approved Scope, Schedule or budget, the SCO and the IMG will develop an impact analysis and document their findings and recommendations. These findings and recommendations will be forwarded to the ITIB for a decision. prepare their findings and recommendations.</i>

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		Deliverables: <i>A written document that documents the SCOs and IMGs findings and recommendations.</i>
		Time Frames:
		Who's involved: <i>SCO and IMG</i>
1.5.13.2	ITIB analyzes impact on IT Portfolio	Purpose: <i>The ITIB will take the SCOs and IMGs findings and recommendations and analyze the impact to the Bureau's IT Investment Portfolio.</i>
		Deliverables:
		Time Frames:
		Who's involved: <i>ITIB</i>
1.5.13.3	ITIB approves and rebaselines Project's Scope, Schedule and Budget	Purpose: <i>With the approval and rebaselining the decision must include the subsequent impacts to the IT Investment Portfolio. The ITIB may also direct the Project Manager/Project Sponsor to revise the Project Plan to keep it within the approved baseline. This will have an impact to either Scope, Schedule or Budget.</i>
		Deliverables:
		Time Frames:
		Who's involved: <i>ITIB</i>
1.5.14	SCO prepares Project Authorization Memorandum	Purpose: <i>On behalf of the Project Sponsor or ITIB, the SCO will prepare a draft Project Authorization Memorandum and send it to the Project Sponsor for approval or modification and signature. Using a standardized template for the project authorization memorandum and including all of the important/required information will ensure that the Project Manager has all the information required to proceed.</i>
		Deliverables:
		Time Frames:
		Who's Involved: <i>SCO</i>
1.5.15	SCO sends Project Authorization Memorandum to Sponsor for signature	Purpose: <i>To document that the Project has the "authorization" to move from the Select to the Control Phase.</i>
		Deliverables: Project Authorization Memorandum
		Time Frames:

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		Who's involved: <i>SCO</i>
1.5.16	Project Sponsor reviews Project Authorization Memorandum	Purpose: <i>To document the review and approval process, to authorize the Project Manager to proceed within identified boundaries of Scope, Schedule and Budget. This authorization memorandum can also serve as a charter/agreement between the Project Manager and the Sponsor.</i>
		Deliverables:
		Time Frames:
		Who's Involved: <i>Project Sponsor</i>
1.5.17	Project Sponsor signs Project Authorization Memorandum	Purpose: <i>This step documents Sponsor approval.</i>
		Deliverables:
		Time Frames:
		Who's Involved: <i>SCO</i>
1.5.18	Project Sponsor sends Project Authorization Memorandum to Project Manager and SCO	Purpose: <i>This is the official go ahead for the Project Manager. This gives the Project Manager the authority to proceed to the Control Phase. By sending a copy to SCO, the SCO can ensure a copy is included in the project files and also allows the SCO to notify the ITIB and the IMG that the project has moved from the Select Phase into the Control Phase.</i>
		Deliverables:
		Time Frames:
		Who's Involved: <i>Project Sponsor and Project Manager</i>
1.5.19	SCO notifies ITIB and IMG that the Project has entered the Control Phase	Purpose: <i>This step is necessary to ensure that the ITIB is performing it's responsibility for IT Asset Tracking and IT Project Oversight.</i>
		Deliverables:
		Time Frames:
		Who's Involved: <i>SCO</i>

